
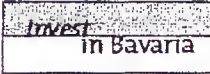


Addendum ii page 1



Bavarian U.S. Offices for Economic Development, LLC
Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology
100 World Trade Center, 10th Floor, New York, NY 10020 USA • Tel: 212 517 0500 • Fax: 212 517 0503 • info@investinbavaria.de



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About

Introduction

Mission


Services

Team

Contact

Invest-in-Bavaria is the investment and location marketing organization of the Bavarian State Ministry for Economic Affairs, Infrastructure, Transport and Technology. It is part of the Department of International Trade and Investment and is under the leadership of the Bavarian State Minister Mr. Martin Zent.

The Bavarian U.S. Offices for Economic Development, LLC is the representative organization for Invest in Bavaria in the United States. The organization's New York office is headed by Executive Director Wolfgang Hübschle and the San Francisco office is headed by Executive Director Lucie Merkle. These are two of the **23 representative offices** of Invest-in-Bavaria's global network.



Invest in Bavaria's New York Office

enter search term(s)

Resources

- Investors' Guide
- Publications
- Location Search (SISBY)
- Bavarian Company Database
- German Information Center


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Mission

Introduction

The mission of the Bavarian U.S. Offices for Economic Development, LLC is to assist American companies in finding the most advantageous solution for their business expansions and acquisitions in Europe.

Mission

Services

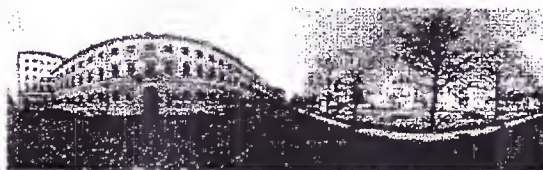
We seek to attract productive foreign direct investment into Germany's southern state of Bavaria to support economic growth and development in Bavaria's key industry clusters. We achieve this by promoting Bavaria's strategic and competitive advantages to U.S. investors and business leaders and by providing them with cost-free and confidential professional services to assist in their investment process.

Team

Contact

Familiar with the intricacies of the corporate cultures of both German and American companies, our New York based team with the direct support of the Invest-in-Bavaria team at our Headquarters in Munich, seeks to streamline the fact-finding and the efficiency phases of the investment process. Over the past decade, since the founding of the office in 1996, the team's track record has been substantial, having helped a wide range of U.S. businesses successfully achieve their desired overseas objectives in Bavaria.

We invite you to join the over 350 U.S. companies that have successfully established subsidiaries in Bavaria. We look forward to helping you achieve your expansion objectives and offer you our **services**.



Invest-in-Bavaria's Munich Office
 Bavarian Ministry for Economic Affairs, Infrastructure, Transport and Technology
 23 Prinzregenten Street, Munich, Germany

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Addendum 115

18

FARA Amendment to Registration Act Item 122a incurred expenses detail:	
Office Expenses (West Coast) January 1 - June 30, 2011	
Payroll; P.R. Fees; Employers Simple IRA Contrib.; Health Ins.; Workers Comp.; Commercial Ins. Policy	127,045
Rent	28,751
Advertising	0
Acctg.; Legal Fees; Computer Consulting; Web Support; Internet Service	8,696
Membership Dues, Subscriptions	1,889
Meals + Entertainment	692
Misc. Office supplies; Office equipment	2,082
Telephone	3,046
Tradeshows; Conferences + Meetings	5,471
Travel, Hotel, Car Service (incl. travel to Bay Area)	7,650
Misc Exp.	11,945
TOTAL	192,217

11:50 AM

09/01/11

Accrual Basis

New York
Bavarian U.S. Offices for Economic Development, LLC
Trial Balance
As of June 30, 2011

		Jun 30, 11	
		Debit	Credit
512 • Professional Fees:5120 • Prof. Fees NY		8,693.48	
513 • Office Space:5130 • Office Space Rent NY		32,220.75	
515 • Office Expenses:5150 • Office Exp. NY		1,426.11	
516 • Telecommunication:5160 • Phone charges NY		5,716.91	
518 • Telecommunication:5182 • Internet Exp NY		733.90	
517 • Travel & Entertainment:5170 • Travel Expense NY		6,935.11	
517 • Travel & Entertainment:5171 • Entertainment Exp NY		1,116.84	
518 • Automobile Expense:5180 • Automobile Lease NY		3,849.80	
519 • Library & Database:5190 • L&D NY		5,210.17	
520 • Events, Membership Dues:5200 • Events, Luncheons, Se...		5,666.81	
521 • Postage:5210 • Postage NY		270.81	
5225 • Misc. Expenses NY		4,739.95	
5235 • IT & other elect. purchase NY		394.61	
5250 • Bank Charges NY		20.68	
5800 • Intercompany New York			
TOTAL		<u>76,995.73</u>	

Payroll
Misc expenses

172,790

46,411

\$ 296,196.73

Received by NSD/EAPA Registration Unit 09/01/2011 3:26:21 PM

Letters + E-Mails sent out					
Date of event	Event	Letters		Emails	
		Nr.	Date sent	Nr.	Date sent
January					
xxx	xxx	xxx	xxx	xxx	xxx
February					
3/21 - 24/2011	Forum Life Science 2011	48	2/28		
March					
18-Mar	Newsletter Issue 3/2011			508	03/18
11-Apr	NAB 2011 - National Association of Broadcasters			62	3/29
April					
4/12/2011	SAVE THE DATE World Trade Week Event			190	4/12
4/25/2011	POSTCARD INVITATION World Trade Week Event			200	4/25
May					
5/3/2011	INVITATION Location Advisors World Trade Week Event			12	5/3
5/9/2011	INVITATION World Trade Week Event			190	5/9
5/11/2011	CONFIRMATION World Trade Week Event			35	5/11
5/16/2011	EVENT REMINDER World Trade Week Event			46	5/16
June					
6/13-16/2011	Nanotech Conference & Expo SITE SELECTION ADVISORS			6	6/9
6/13-16/2011	Nanotech Conference & Expo BIO			39	6/8
6/13-16/2011	Nanotech Conference & Expo ENERGY			34	6/8
6/13-16/2011	Nanotech Conference & Expo			20	6/8
6/27-6/30/2011	Bio International Convention 2011			133	5/3
6/27-6/30/2011	Bio International Convention 2011			20	5/6
6/22/2011	Newsletter Issue 6/2011			508	6/22

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Dear <Salutation>,

We invite you to read *Invest in Bavaria's* newsletter "Business Bavaria", issue 6/2011, highlighting investment, business and technology news in the German State of Bavaria.

What's inside

Siemens Establishes "Sustainable Cities" Business Unit in Munich

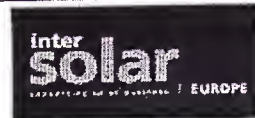
Traditionally, Bavaria offers a highly attractive environment for technology companies. The state capital Munich and the electronics group Siemens enjoy a very special relationship. Now, the company has announced that it will headquarter a fourth business unit in Munich. [Read more...](#)

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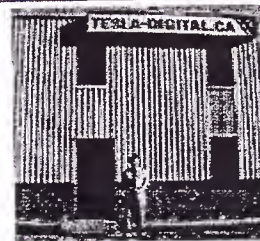
Bavaria's Place in the Sun

Intersolar the world's most important solar energy / technology trade show, has been attracting throngs of avid professionals to Munich since 2008, and each year even more exhibitors and visitors continue to attend. [Read more...](#)



5 Minutes with... Steve Pokrajac, Managing Director of Tesla Digital

The Canadian technology enterprise Tesla Digital which developed a unique technology in the field of "Green LEDs" in order to economize energy sets up production in Mömbris, Lower Franconia. [Read more...](#)



News from Bavaria - Spirit of Optimism in Bavaria

No progress without research - no research without capable thinkers. With its initiative "Aufbruch Bayern - Innovation ist Zukunft", the Bavarian government is actively promoting Bavaria as a high-tech state. [Read more...](#)

Aufbruch
Bayern 

Top Issue: Environmental Technology Bavaria - Global Player for Green Technology

Technical innovations which enable and ensure sustainable and profitable use of raw materials represent a massive area of growth. Scientists expect a boom in the environmental technology sector as since it decouples economic growth and resources consumption, environmental technology is the basis for increasing economic efficiency and preserving natural resources at the same time. [Read more...](#)



Bavaria in your briefcase - Experiencing Bavaria | Football Fairy Tale and Olympic Dreams

With the Women's Football World Cup and the bid for the Olympic and Paralympic Games, Bavaria is all about sports this summer. *Read more...*



For more information about Europe's premier business location, the State of Bavaria, please visit our websites www.bavaria.org and www.invest-in-bavaria.com. We welcome your phone call and email and look forward to personally assisting you. It is our mission to provide personalized, comprehensive assistance, at no charge, to U.S. companies considering establishing a presence in Bavaria, throughout all phases of the expansion process. Thank you for your continued interest in Bavaria.

To the new reader interested in subscribing to this newsletter, please refer to: <http://www.bavaria.org/newsletter>. To unsubscribe please reply to this email with "unsubscribe" in the subject line.

Very Truly Yours,

Wolfgang Hübschle
Executive Director

Jan Danisman
Director

Bavarian U.S. Offices for Economic Development, LLC
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Please feel free to forward this message to business friends and colleagues. They are invited to sign up to receive our updates in the future. To sign up to receive future updates from the State of Bavaria, please use the following link: <http://www.bavaria.org/newsletter>.

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80538 München

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BusinessBavaria:
Coordination: Konrad Bayer
Editor in Chief: Terry Swartzberg
Technical Editor: Konrad Bayer
Design: www.trieb-stoff.com

133 emails sent out on 5/6/2011
20 emails sent out on 5/6/2011

<Contact>
<Company>

Business Expansion to Bavaria, Germany – Cost Free Service
Schedule Informational Meeting at BIO 2011 in Washington DC – June 28-30, 2011

Dear <Salutation>:

The greater Munich area is **Germany's leading Biotech and venture capital location**, Regensburg has Bavaria's second highest concentration of Biotech companies, along with the growing locations of Würzburg, Erlangen-Nuremberg, Bayreuth and Straubing. If your future strategic plans include establishing a presence in continental Europe, we invite you to consider the German State of Bavaria – a major European Life Sciences hub.

The State of Bavaria U.S. Office for Economic Development provides professional assistance, at no charge, to American companies interested in expanding in Europe. Whether you are looking to establish connections, choose locations or maximize research cooperations, we would be pleased to help you.

To arrange a one on one meeting at BIO 2011 International Convention in Washington DC, June 28-30, at Booth 2323, we invite you to contact us: jdanism@bavaria.org or (212) 317-0588.

Our services are designed to quickly connect you to the people and information you need to establish and develop your presence in Bavaria/Germany/Europe. Below are some examples of how we may help you:

- Site selection assistance and on location visits
- Information about financing, incentives, staffing, costs, taxes and regulations
- Details on how to set up a business in Bavaria
- Contacts to media industry associations, business partners and networks
- Facilitating administrative formalities

We invite you to visit www.bavaria.org for additional information. We thank you for considering Bavaria and look forward to talking with you.

Best regards,

Jan Danisman
Director
Bavarian U.S. Offices for Economic Development, LLC
560 Lexington Avenue, 17th Floor
New York, NY 10022
Tel: 212-317-0588
Email: jdanism@bavaria.org
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6 site selection advisors on 6/9



Dear <Salutation>,

We would like to introduce you to the German State of Bavaria, with capital city Munich. If your clients are looking for a high tech region for their next business location we invite you to consider Bavaria, the engine driving the German Economy.

We will be in Boston next week June 14th and 15th exhibiting at the TechConnect Conference and it would be a pleasure to meet with you and assist you in future European expansion projects. If you have some time may we invite you to lunch or dinner and take this opportunity to begin a mutually beneficial relationship?

We look forward to hearing from you and meeting with you soon!

Best regards,

Wolfgang Huebschle
Executive Director

Jan Danisman
Director

Bavarian U.S. Offices for Economic Development, LLC
560 Lexington Avenue, 17th Floor
New York, NY 10022

Tel: (212) 317-0588
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39 x email on 6/8

310



**We invite you to learn about Nanotech opportunities in Bavaria Germany at
TechConnect World Nanotechnology Conference and Expo Boston
June 14th-15th, 2011**

Dear <Salutation>,

Germany is Europe's leader in Nanotechnology and the State of Bavaria occupies a premier position in nanotechnology locations in Germany. We invite you to learn about nanotechnology research and applications in Bavaria and would be pleased to help you to get involved in region's success via a research partnership, a technical alliance or by opening a location in Bavaria.

The Nanosystems Initiative Munich (NIM) together with the Bavarian U.S. Offices for Economic Development, LLC will be exhibiting next week at the **TechConnect World Nanotechnology Conference and Expo in Boston, June 14th-15th, 2011**, in the German pavilion, Booth 1407. We look forward to meeting with you during the show.

NIM is one of the Clusters of Excellence which have been selected by the German government's "Excellence Initiative". NIM brings together research groups in the Munich area covering the fields of physics, biophysics, physical chemistry, biochemistry, biology, electrical engineering, and medicine. NIM has high-rank experts in the field of nanomedicine who are developing nano-vehicles for smart drug delivery systems have expertise in manufacturing potential vehicle containers or specialize in loading the nano-vehicles with drugs and directing them towards the target cells.

Some world renowned award winning scientist in Bavaria:

Professor Jochen Feldmann, Professor of Photonics and Optoelektronics at Munich's Ludwig Maximilian University, has led the Nanosystems Initiative Munich, a Cluster of Excellence devoted to nanotechnologies, since set up by the German Research Foundation (DFG) in 2007. He is winner of the Philip Morris Prize for Research and the Gottfried Wilhelm Leibniz Prize of the German Research Foundation

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We look forward to hearing from you and meeting with you in Boston!

Best regards,

Wolfgang Huebschle
Executive Director

Jan Danisman
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34 x nano energy on 6/8



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Jan Danisman
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Best regards,

Wolfgang Huebschle
Executive Director

Jan Danisman
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Briefing and Networking Reception

Expanding into Europe's Lead Economy

Be Part of the Success in Bavaria, Germany!

Expert briefing and case studies on
support programs, financing and setting up a business.

Tuesday, May 17, 2011

6:30 pm

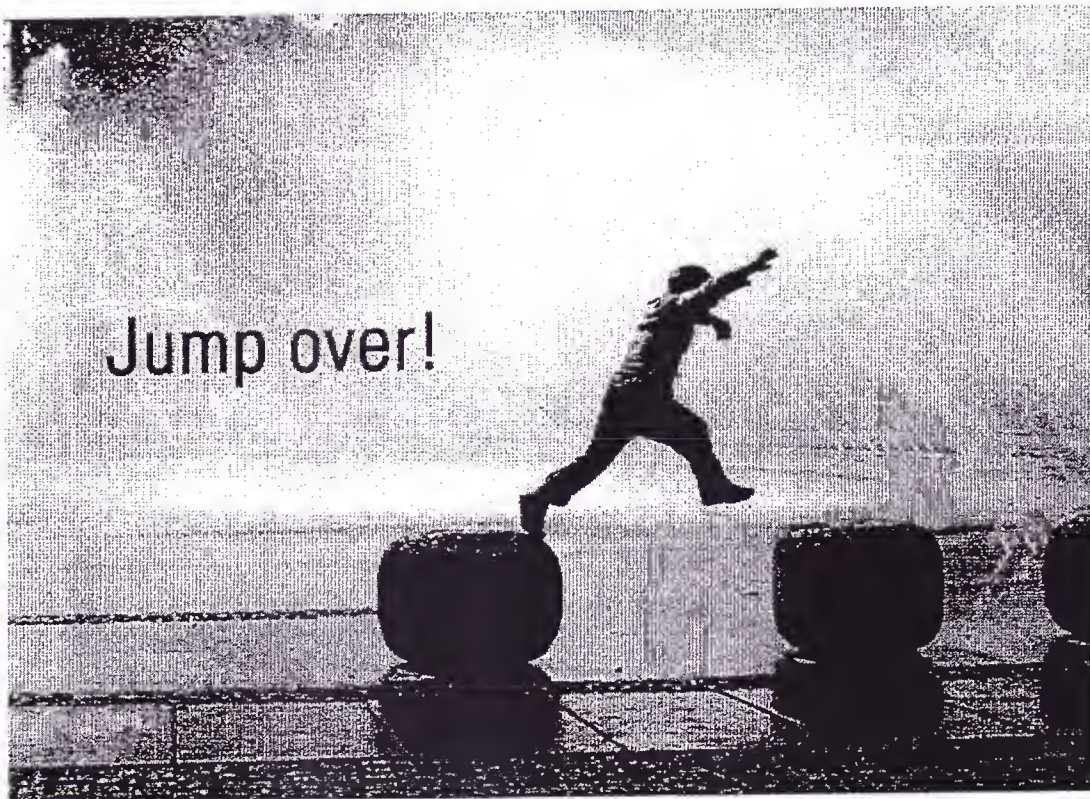
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Dear xxx,

Thank you for your interest in our event. I herewith confirm your registration!

We are looking forward to meeting you next Tuesday at the BMW showroom!

Best regards,

Julia Prestel

Bavarian U.S. Offices for Economic Development, LLC
560 Lexington Avenue, 17th Floor
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Email: newyork@bavaria.org
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Briefing and Networking Reception

Expanding into Europe's Lead Economy

Be Part of the Success in Bavaria, Germany!

Expert briefing and case studies on
support programs, financing and setting up a business.

Tuesday, May 17, 2011

6:30 – 7:00 pm : Bavarian refreshments and networking

7:00 – 8:30 pm : Briefing followed by networking

Speakers from : Bavarian U.S. Offices for Economic Development
BayernLB, Bavarian Commercial Bank
Noerr LLP

Location : BMW Showroom, 67 Wall Street, New York, NY

Limited space only – kindly RSVP by 5/12/11 via email to newyork@bavaria.org
For more information please contact Bavarian U.S. Offices for Economic Development, LLC at (212) 317-0588

As part of the World Trade Week NYC, we invite you to learn about the legal and financial aspects of setting up a business in Bavaria as well as to get information on assistance available to companies considering growing their business in Germany. Dr. Wolfgang Huebschle, an expert in state financial aid and support programs, says "We will brief companies on the services we provide to help them navigate the process, reduce their risks, and get them up and running much faster than companies who go it alone." Dr. Robert Loeff, a German attorney, will present a case study to show you an insider's perspective on investing in Bavaria. He will discuss legal issues pertaining to labor laws, taxation and corporate structure and provide guidance on what to look for in a potential acquisition and how to avoid common pitfalls. Rolf Siebert, a specialist in structuring loan products tailored to specific corporate needs will be talking to you about bank financing to support your investment projects in Germany.

We look forward to seeing you downtown amongst the cars at the showroom of BMW – one of Bavaria's largest exporters. Naturally, Bavarian beer will be served!

Dr. Wolfgang Huebschle, Executive Director, Bavarian U.S. Offices for Economic Development



property.

Dr. Wolfgang Huebschle was appointed Executive Director of the Bavarian U.S. Offices in October 2010. With 15 years of experience in Bavarian government, he previously headed the Department for Regional Aid and European initiatives for cross-border cooperation at the Bavarian Ministry of Economic Affairs. Before that, Dr. Huebschle was Head of the Agency for Economic Development of the city of Augsburg.

At the Bavarian Ministry, he also worked at the Antitrust Authority dealing with the opening of energy markets and in the office of the Secretary of State. Dr. Huebschle received his PhD in law from the University of Constance in 1993. Until 2010, he was a founding member on the Board of the AMU, a technology-transfer institute at the University of Augsburg. He is the author of several publications, mostly on antitrust law and intellectual

Rolf Siebert, Senior Vice President, Bayerische Landesbank New York Branch

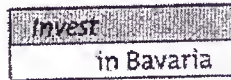
Rolf Siebert joined BayernLB New York in 2005 and is Head of Corporate Credit and Loan Syndications. His specialty is the structuring of loan products for specific corporate needs and is actively involved in financing renewable energy projects in the U.S. Mr. Siebert has over 15 years of corporate banking experience having

worked in positions ranging from Real Estate and Project Finance Lending to Corporate Banking. A native of Germany, he has lived in New York for over 10 years. Mr. Siebert holds a degree in Banking/Finance from one of the most prestigious finance programs in Germany. He is also a CFA charterholder since 2003.

Dr. Robert C.J. Loef, Co-Head, Noerr LLP New York



Dr. Robert C.J. Loef is the Co-Head of the New York office of Noerr LLP. His practice revolves around cross-border deals and restructurings focusing on technology, media and entertainment companies. Furthermore, he advises clients on copyright, patent and other IP-related issues. Dr. Loef completed his legal studies at the Ludwig-Maximilians University in Munich and the Humboldt University in Berlin. He received his doctorate in a comparative analysis of German and US Law from the Rheinische Friedrich-Wilhelms Universität Bonn. He regularly appears as a speaker and panelist at legal conferences throughout the country and frequently contributes articles to German and U.S. legal publications.



Noerr ♦♦ **Bayern LB**



BMW of Manhattan

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Briefing and Networking Reception

Expanding into Europe's Lead Economy

Be Part of the Success in Bavaria, Germany!

**Expert briefing and case studies on
support programs, financing and setting up a business.**

Tuesday, May 17, 2011

- 6:30 – 7:00 pm : Bavarian refreshments and networking
7:00 – 8:30 pm : Briefing followed by networking
Speakers from : Bavarian U.S. Offices for Economic Development
BayernLB, Bavarian Commercial Bank
Noerr LLP
Location : BMW Showroom, 67 Wall Street, New York, NY

Limited space only – kindly RSVP by 5/12/11 via email to newyork@bavaria.org
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Julia Prestel

From: Julia Prestel [newyork@bavaria.org]
Sent: Tuesday, May 03, 2011 10:05 AM
To: Dan Breen
Subject: Be Part of the Success in Bavaria, Germany!

Dear Mr. Breen,

We found your organization in the DCI Location Advisors database and see that you have identified Europe as one of your focus regions. We would like to introduce you to the German State of Bavaria, with capital city Munich. If your clients are looking for a high tech region for their next business location we invite you to consider Bavaria, the engine driving the German Economy.

It would be a pleasure to meet you and assist you in future European expansion projects. Perhaps our upcoming *Briefing and Networking Reception*, as part of the World Trade Week New York, (invitation below) may be an opportunity to begin a mutually beneficial relationship and for you to learn a bit about Bavaria.

We look forward to talking with you.

Best regards,

Wolfgang Huebschle
Executive Director

Jan Danisman
Director

Bavarian U.S. Offices for Economic Development, LLC
560 Lexington Avenue, 17th Floor
New York, NY 10022

Tel: (212) 317-0588
Email: jdanism@bavaria.org
Web: www.bavaria.org



Briefing and Networking Reception

5/3/2011

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Expanding into Europe's Lead Economy

Be Part of the Success in Bavaria, Germany!

**Expert briefing and case studies on
support programs, financing and setting up a business.**

Tuesday, May 17, 2011

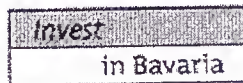
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Location : BMW Showroom, 67 Wall Street, New York, NY

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For more information please contact Bavarian U.S. Offices for Economic Development, LLC at (212) 317-0588



Noerr  **BayernLB**



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Briefing and Networking Reception

Expanding into Europe's Lead Economy

Be Part of the Success in Bavaria, Germany!

Tuesday, May 17, 2011

6:30 pm – 8:30 pm

New York, NY

Invitations to be sent out soon!



Noerr  **Bayern LB**



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NAB

Dear <Salutation>:

The German State of **Bavaria, with capital city Munich, is the No. 1 media center in Germany and one of the top media locations in Europe.** Bavaria offers strong market potential for U.S. Media, Entertainment and IT companies.

If <Company> is considering business expansion to Germany, it would be our pleasure to introduce you to Bavaria's strategic advantages during the NABSHOW 2011 in Las Vegas and to the cost-free support that the State of Bavaria offers. We can help you with:

- Site selection assistance and on location visits
- Information about financing, incentives, staffing, costs, taxes and regulations
- Details on how to set up a business in Bavaria
- Contacts to media industry associations, business partners and networks
- Facilitating administrative formalities

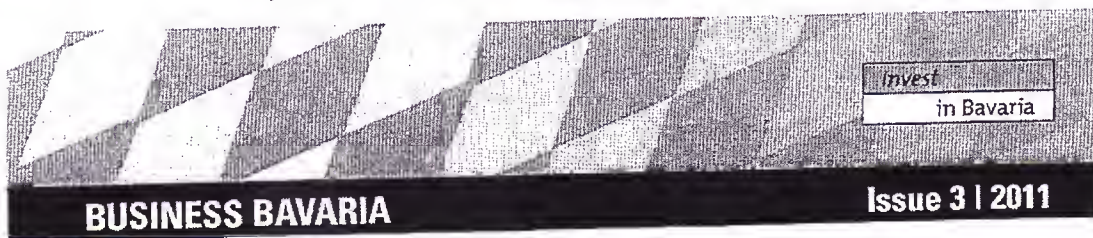
We would like to invite you contact us to set up a one on one meeting or to visit us at the Bavarian Pavillion (booth # **C12438**) to learn more about Business Location Bavaria and the advantages for your company, to find business partners in Bavaria and to meet with participating Bavarian companies. We thank you for your consideration and look forward to meeting you at the NAB.

Best regards,

Jan Danisman
Director
Bavarian U.S. Offices for Economic Development, LLC
560 Lexington Avenue, 17th Floor
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tel: 212-317-0588
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If you can not see the content of this e-mail please [click here \(online/pdf\)](#).



Dear <Salutation>,

We invite you to read *Invest in Bavaria's* newsletter "Business Bavaria", issue 3/2011, highlighting investment, business and technology news in the German State of Bavaria.

What's inside

Aerospace and satellite navigation in Bavaria: big doings in Oberpfaffenhofen

Comprised of more than 400 companies employing some one third of the countrywide total, Bavaria's aerospace sector is regarded as the largest in Germany - and one of the most multifaceted in the world. [More...](#)

Download PDF



Ski World Championships in Garmisch-Partenkirchen

What a show at the showcase! Held from February 7 - 20 in Garmisch-Partenkirchen, the Alpine World Ski Championships 2011 sent the world a powerful message: Bavaria is a great place in which to stage wintertime sporting events. [More...](#)



Five minutes with...

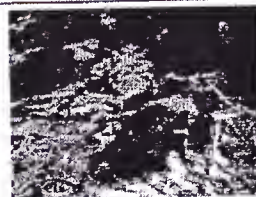
Jürgen Pielmeier of IFEN GmbH

Jürgen Pielmeier is managing director of IFEN GmbH. Founded in 1998 and headquartered in Munich's eastern suburb of Poing, the company is a leading provider of cutting-edge satellite navigation products and services. [More...](#)



BIG STORY Opening of GATE opens a year of successes for Bavaria's satellite navigation sector

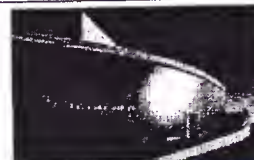
On February 4, 2011, Galileo took a big step towards completion. On that day, the 65 km²-large GATE - "Galileo Test and Development Environment" - was commissioned in the Berchtesgaden region of southeastern Bavaria. [More...](#)



INSIDE THE STATE

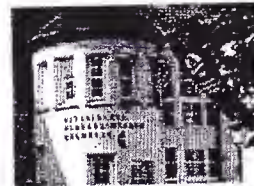
What the world is playing with! Toys, sporting goods and sportswear made in Franconia

Adidas, PLAYMOBIL and PUMA. Each is one of the world's top manufacturers in its consumer goods sector, each registered record results in 2010 and all are located within 20 kilometers of each other in Bavaria's Central Franconia district. [More...](#)



Bavaria in your briefcase in March

Beer, cheese, wurst, bread - Bavaria's food is world-famous for its taste. The time-honed methods and ingredients used in creating these delicacies are on display in a number of museums in the state. [More...](#)



For more information about Europe's premier business location, the State of Bavaria, please visit our websites www.bavaria.org and www.invest-in-bavaria.com. We welcome your phone call and email and look forward to personally assisting you. It is our mission to provide personalized, comprehensive assistance, at no charge, to U.S. companies considering establishing a presence in Bavaria, throughout all phases of the expansion process. Thank you for your continued interest in Bavaria.

To the new reader interested in subscribing to this newsletter, please refer to: <http://www.bavaria.org/newsletter>.
To unsubscribe please reply to this email with "unsubscribe" in the subject line.

Very Truly Yours,

Wolfgang Hübschle
Executive Director

Jan Danisman
Director

Bavarian U.S. Offices for Economic Development, LLC
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Please feel free to forward this message to business friends and colleagues. They are invited to sign up to receive our updates in the future. To sign up to receive future updates from the State of Bavaria, please use the following link:
<http://www.bavaria.org/newsletter>.

Publisher:
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BusinessBavaria:
Coordination: Konrad Bayer
Editor in Chief: Terry Swartzberg
Technical Editor: Konrad Bayer
Design: www.treib-stoff.com

3/1/2011

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Letter plus brochure plus flyer

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<Contact>
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<Company>
<Address 1>
<Address 2>
<City>, <State> <Zip>

February 28, 2011

Dear <Salutation>:

Bavaria, with capital city Munich, is **Germany's leading Life Science and venture capital location** with over 350 Life Science companies. If <Company> is considering establishing a presence in continental Europe, we invite you to consider the German State of Bavaria.

As an expedient first step, we invite you to attend an extraordinary meeting point, serving the global biotechnology, pharma and food & nutrition industry:

"Forum Life Science 2011" – 7th International Congress and Exhibition
March 23rd/24th, 2011, TU Munich (in Garching)
(closing date for online registration March 16th, 2011)

To learn more about the "Forum Life Science 2011", please see the brochure enclosed. If you are interested in hearing more about business opportunities in Bavaria we would be happy to arrange a one-on-one meeting for you with our representatives during the event.

The Bavarian U.S. Offices for Economic Development, LLC are two of the 23 representative offices worldwide of Bavaria's Department for Economic Affairs. We assist companies considering expansion to Europe by connecting them to the people and information they need in order to establish a presence in Bavaria and throughout Europe.

We would be pleased to assist you in achieving your business expansion objectives in Bavaria. Thank you for your consideration and we look forward to following up with you.

With best regards,

Jan Danisman
Director

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Munich – Highest Retail Turnover Index* in Germany!

*per inhabitant (Source: GfK GeoMarketing, GfK Retail Turnover 2011)

Dear ~~Mr. [REDACTED]~~

The Bavarian capital city Munich has the highest per-capita Retail Turnover Index among Germany's most populous cities. Another Bavarian city, Nuremberg, ranks third. But not only are Bavaria's biggest cities ranked in the top positions!

Nine out of Germany's top ten urban districts with the highest per-capita Retail Turnover are located in Bavaria. These medium-sized cities draw purchasing power from far beyond the borders of the urban district.

Joining the 1,500 U.S. companies already located in Bavaria the retailer Abercrombie & Fitch is seizing the opportunity and will open a flagship store in one of Munich's prime locations in 2012.

Don't miss this opportunity — Be a part of the success in Bavaria!

We are the Bavarian U.S. Offices for Economic Development LLC, a representative office of the German State of Bavaria's Ministry for Economic Affairs.

We provide **free of charge and confidential** assistance to American companies considering expanding to Europe.

Our services are designed to quickly connect you to the people and information you need in order to establish and develop your presence in Bavaria/Germany/Europe.

Below are some examples of how we may help you:

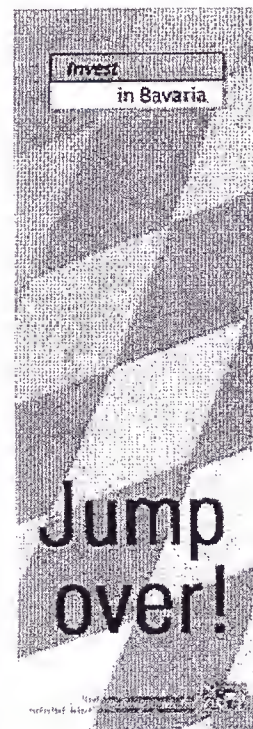
- Site selection assistance and on location visits
- Information about financing, incentives, staffing, costs, taxes, regulations
- Details on how to set up a business in Bavaria, Germany
- Provide contact to industry associations, business partners and networks
- Provide assistance with sources of staffing
- Facilitate administrative formalities

We would be pleased to **assist you in achieving your business expansion objectives in Bavaria, Germany** and invite you to view www.bavaria.org for additional information. We will contact you in the next few days to follow-up. Thank you for your consideration and we look forward to talking with you.

With best regards,

Wolfgang Huebschle
Executive Director

Jan Danisman
Director



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